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ABSTRACT

This study examined one form of organizational socialization, the new employee orientation program, to determine whether such organizational efforts would increase levels of organizational identification and employee perceptions of job satisfaction when employees underwent such a program. An alternative model was tested to ascertain whether or not identification acted as an intervening variable in the orientation-job satisfaction relationship. The experimental group consisted of 52 employees from 5 organizations who participated in a new employee orientation program during their first week of work. The control group consisted of 17 employees from 2 organizations who did not participate in any formalized new employee orientation program. All subjects were non-management employees. Pre- and posttests using the Job Description Index (JDI) and the Organizational Identification Questionnaire (OIQ) to measure job satisfaction and organizational identification were incorporated in this study. Results of the study indicated that participation in a new employee orientation program was directly related to increased perceptions of organizational identification but not perceptions of employee job satisfaction. Partial support was found for the joint predictive ability of job satisfaction based on participation in a new employee orientation program and perceptions of organizational identification. Results indicated that an employee orientation program may lead to increased organizational identification which may lead to increased job satisfaction. (Three tables of data are included, and 52 references are attached.) (MG)

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THE SOCIALIZING FUNCTION OF NEW EMPLOYEE ORIENTATION PROGRAMS: A STUDY OF ORGANIZATIONAL IDENTIFICATION AND JOB SATISFACTION

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Abstract

Recent research in the communication literature has focused on the concept of organizational identification. While antecedents and outcomes of organizational identification have been recognized, there have been relatively few studies examining the specific actions that induce or increase organizational identification. The present study examined the relationship between participation in a new employee orientation program and perceptions of organizational identification and job satisfaction.

The first two hypotheses posited there would be an increase in perceived organizational identification and job satisfaction respectively when employees participated in a new employee orientation program. A third hypothesis suggested a significant positive relationship would exist between organizational identification and job satisfaction. A final hypothesis posited job satisfaction could be predicted based on perceptions of organizational identification and participation in a new employee orientation program. To test the hypotheses, change scores based on the JDI and the OIQ were subjected to t-test analyses, a Pearson product-moment correlation and a partial correlation analysis. A total of 69 newly-hired employees from various local organizations voluntarily participated in this study. Hypotheses One, Two, and Three were generally supported, while Hypothesis Four was only partially confirmed. Limitations of the study were offered, the primary limitation being the small sample size. Directions for future research were advanced based on the results of this study.

Introduction

The employee orientation process is, generally speaking, the first real exposure to overall organizational procedures a newcomer to the firm receives (Shea, 1981; Tauber, 1981; Thomas, 1981; Van Maahen, 1976). In a recent survey of 2,550 organizations, it was reported that "80% of these organizations offer new employee orientation programs" (Gorden, 1986, p. 4). Other organizations provide newcomers with some form of presentation or indoctrination booklet (Jablin, 1988).

According to Tauber (1981), "anywhere from 60 to 80 percent of the current workforce is 'new' to the job market" (p. 65). Because of this, many scholars have directed particular attention to the importance of employee orientation programs in integrating the new employee into the organization (Goldhaber, 1986; Jablin, 1988; Rathburn & Morrow, 1984; Schein, 1968; Shea, 1981; Tauber, 1981; Thomas, 1981; Van Maanen, 1976). Indeed, orientation programs have the potential to significantly affect the new employee's work experience. "New employee orientation, systematically and comprehensively planned . . . can set the stage for positive, long lasting relationships between organizations and employees" (Tauber, 1981, p. 65). But when ineffectively done, the process of integrating employees can be a traumatic period for both the organization and the individual (Jablin, 1988). Specific problems that are associated with the lack of an employee orientation program include: a decrease in general work satisfaction (Hollman, 1976); an increase in employees' anxiety (Tauber, 1981); a more frequent occurrence of job hazards and accidents (Thomas, 1981); an increase in employee turnover (Hollman, 1976); a decrease in organizational profits (Tauber, 1981); and a decrease in performance (Tauber, 1981).

Wanous (1980) described the content of the corporate new employee

orientation program as generally consisting of: (1) the history and general policies of the enterprise; (2) descriptions of the enterprise's services or products; (3) the organization of the enterprise; (4) safety measures and regulations; (5) personnel policies and practices; (6) compensation, benefits, and employee services; and (7) daily routines and regulations. The purposes of transmitting the foregoing content to employees are to: (1) develop realistic job expectations, positive attitudes toward the employer and job satisfaction (Thornton & Nardi, 1975); (2) incorporate the job and its work values into each worker's self-image (Thornton & Nardi, 1975); (3) save the time and money of the organization (Wanous, 1980); (4) reduce the amount of anxiety and hazing a new employee experiences (Tauber, 1981; Thornton & Nardi, 1975); and (5) reduce employee turnover (Wanous, 1980).

Although empirical studies on orientation programs have been conducted (e.g., Van Maanen, 1976; Wanous, 1980), most of the research has examined the specific content of orientation programs or the prevalence of such programs in organizations. Indeed, few empirical studies have examined the nature of corporate new employee orientation programs in conjunction with their effects on newcomers.

Organizational Identification

Organizational identification, according to Hall, Schneider and Nygren (1970), is the "process by which the goals of the organization and those of the individual become increasingly integrated or congruent" (p. 177). The construct has been examined in connection with a variety of organizational variables. Tompkins and Cheney (1983) empirically demonstrated a strong relationship between organizational identification and decision making. Specifically, they found that when individuals identified with the organization, they made decisions that aligned with organizational values

and interests. In a study examining the relationship between organizational identification and motivation, Barge (1984) found a correlation between the two variables. Hall, Schneider and Nygren (1970) found that individuals' identification positively correlated with length of tenure in the organization. However, Wackernagel-Bach and Bullis (1986) found an inverse relationship between organizational identification and job tenure, maintaining that identification actually decreased as length of tenure increased. The Wackernagel-Bach and Bullis (1986) study, however, examined new graduate students who may have been carried "through the inevitable disillusionment, created by unexpected and negative messages, which is accompanied by decreasing identification" (Tompkins, 1987, p. 15).

Organizational identification also has been positively correlated with productivity (Laird & Hemphill, 1983); hierarchical position in the organization (Bullis, 1984); similarity in employee rank (Cheney, 1983b); increased employee rank (Cheney, 1983a); amount and kind of verbal support given by the work group (Dionisopoulos & Samter, 1983); individual predispositions and communication links (Wackernagel-Bach & Bullis, 1986). Still further research has linked organizational identification to communication competence (Laird & Hemphill, 1983); network isolation (Roberts & O'Reilly, 1979); communication flow (Albrecht, 1979); and decreases in absenteeism and employee turnover (Hudson, 1985). Clearly, a plethora of variables has been shown to be related to organizational identification. Indeed, Lee (1971) contended that organizational identification can not be studied separately from additional job variables since it is a function of a host of complicated variables.

While much of the research has examined the antecedents and outcomes of organizational identification, little research has investigated the ways

in which identification is induced or facilitated by communication. While "strategies" of identification have been developed, few specific organizational communicative actions that create identification have been determined (Barge, 1984; Wackernagel-Bach & Bullis, 1986). These "actions" do exist, according to Cheney (1983b) who stated that "organizations do 'help,' . . . facilitating identification through their myriad means of communication. Thus, while an individual has the ability to identify spontaneously with an organizational target, the 'move' is often encouraged by the organization in its dealings with the member" (p. 146). Moreover, according to Cheney (1983b), "an individual who is inclined to identify with an organization (or an organizational subunit) will be open to persuasive efforts from various sources within that unit" (p. 146). The way that organizations initiate this inducement process is through communicating their values, goals, and information in the form of guidelines for individual and collective action (Cheney, 1983b). Thus, although it is known that organizations induce or initiate identification, the various means by which the organization communicates its values, goals, etc., have not been examined thoroughly in the literature (Barge, 1984; Cheney & Tompkins, 1984; Laird & Hemphill, 1983). However, strategies of organizational identification have been identified.

The use of the term "strategies" is at best unclear, according to Cheney (1983b). He maintained that the term implies intentionality when, in fact, organizations may engage in identification unintentionally. Cheney also maintained that such strategies, intentional or unintentional, are attempts by the organization to induce identification on the part of the employee. Moreover, Cheney derived three types of identification strategies from Kenneth Burke and operationalized them for the study of

formal communication in organizations. The first strategy is the common ground technique. This occurs when the employer strives to link himself or herself with the employee in an overt manner. For example, the employer may point out values that the employee and the organization have in common. The second strategy is identification through antithesis. This takes place when an employer gets the employee to unite with the organization against a common enemy (e.g., other organizations). The third strategy that Cheney identified was the assumed or transcendent "we." This occurs, according to Cheney, when the discourse of the employer, through the subtle use of pronouns (e.g., "our," as in "our" company), assumes that shared interests exist between the employee and the organization.

In a field study examining ten organizations' house organs and periodicals as a means to identification, Cheney (1983b) found that each of the aforementioned strategies was used by a majority of the organizations. Other vehicles of identification that have been examined are employee publications (Jablin, 1981), storytelling in organizations (Brown, 1985), undergraduate experiences with small groups and subunits of a university (Tompkins, 1986), and interviews with employees (Laird & Hemphill, 1983).

The propensity to identify with one's organization is greatly enhanced when strategies are used to facilitate such processes. However, other organizational conditions may also increase the likelihood that identification will occur. For example, studies suggest that organizational identification is contingent upon the specific situation in which it occurs (Cheney, 1983b; Laird & Hemphill, 1983; Tompkins & Cheney, 1983). Also, Rotondi (1975) reported that "in a very supportive environment, group members may tend to identify with their organization

through perceptions of mutual goal compatibility. However, under competitive internal conditions, group goals may eventually displace organizational goals" (pp. 895-896). Moreover, Brown (1969) concluded that individuals would tend to identify with the organization in three situations: (1) where they saw the organization as providing opportunities for personal achievement; (2) where they had power within the organization; and (3) where there were no competing sources of identification (p. 346).

Thus, given the relationship between organizational identification and the various inducers that precede such processes and outcomes, the study and isolation of strategies or inducers of identification seem warranted.

Job Satisfaction

According to Falcione, Daly and McCroskey (1977), "while the primary goal of management is the enhancement of productivity--getting the job done--it has long been recognized that an important mediator of the goal may be the satisfaction level of the employees in the organization" (p. 363). Scheff (1967) defined job satisfaction as the "affective attitudes or orientations on the part of the individuals toward jobs" (p. 39). Other researchers have defined job satisfaction in terms of employees' reactions or feelings toward their work environment (e.g., Jablin, 1980; Vroom, 1964; Wheeless, Wheeless & Howard, 1983).

The relationship of communication to job satisfaction has been studied by a number of scholars. Pincus (1986) found a relationship between communication and job satisfaction, contending that the two variables combined lead to greater productivity. Locke (1976) reported a correlation between communication competence and job satisfaction by

maintaining that the more communicatively competent one is, the more satisfied he/she will be on the job. Roberts and O'Reilly (1979) found that the more centralized workers were in an organizational network, the higher their job satisfaction was. Tamayo and Lustig (1984) found support for the types of messages sent by supervisors to subordinates and subordinate job satisfaction with supervision. Bacon (1980) reported a significant negative correlation between job satisfaction and perceived job-related message ambiguity. Additionally, Infante and Gorden (1981) found that subordinate job satisfaction was positively related to being similar to superiors on dramatic and animated communication.

Job satisfaction has been empirically linked to organizational identification. Lee (1971) maintained that organizational identification was related to one's general satisfaction with his/her job, organization and profession. Moreover, Lee explained that those individuals "who put more into the job get better rewards, are happier with the organization, and consequently, tend to identify more with the organization" (p. 223). Lee further contended that "those with high organizational identification are generally more productive, better motivated and rewarded, more satisfied and have less propensity to leave the organization" (p. 225). Cheney (1983a) argued that if individuals do identify with their organization and if the organization has successfully persuaded them to accept the organization's priorities as their own, then they will be more satisfied with their working environment. However, studies examining the relationship between organizational identification and job satisfaction have produced conflicting results. While Lee (1971) found a significant relationship between the two variables, Brown (1969) found no significant relationship between identification and job satisfaction.

Several problems exist in the literature on job satisfaction. First, as Pincus (1986) observed, much of the research on job satisfaction has "not revealed . . . specific patterns concerning the relationship between particular types of communication and employee job satisfaction" (p. 397). That is, the specific types of communication in the organization that may facilitate or increase job satisfaction have not yet been determined. Second, the research on job satisfaction's relationship to organizational identification has been relatively atheoretical (e.g., Brown, 1969; Lee, 1971). Third, studies reported on organizational identification and job satisfaction have conflicted (e.g., Brown, 1969; Lee, 1971). Further research is needed to determine if a significant positive relationship exists between organizational identification and job satisfaction.

Purpose of the Study

The need for systematic examination of the ways in which employees identify or come to identify with their organizations has been suggested by a number of scholars (Barge, 1984; Cheney, 1983a; Cheney & Tompkins, 1984). It was the purpose of this exploratory study to examine one form of organizational socialization, the new employee orientation program, and determine whether such organizational efforts would increase levels of organizational identification and employee perceptions of job satisfaction when employees underwent such a program. An alternative model was tested to ascertain whether or not identification acted as an intervening variable in the orientation-job satisfaction relationship.

The dependent variables in this study were perceptions of employee job satisfaction based on Smith, Kendall and Hulin's (1969) Job Description Index (JDI), and organizational identification, based on the Organizational

Identification Questionnaire (OIQ) developed by Cheney (1982). The independent variable for this study was new employee orientation with the two following conditions: (1) participation in a new employee orientation program, and (2) non-participation in a new employee orientation program.

Rationale and Hypotheses

Cheney (1983a) found that organizational house organs specifically could "induce" or facilitate organizational identification. Moreover, formal corporate employee orientation programs are one way to transmit organizational goals and facilitate the socialization process. Therefore, it would seem likely that individuals participating in a corporate employee orientation program would be more likely to identify with an organization than those not participating.

H_1: Individuals who have completed a corporate new employee orientation program will have greater perceived organizational identification than those not completing such a program.

Goldhaber (1986) maintained that an employee's overall job satisfaction is contingent upon whether he/she receives information necessary to function on the job. The corporate new employee orientation program generally seeks to transmit information necessary for the employee to perform adequately on the job. Thus, new employee orientation programs contribute to job satisfaction because they transmit necessary information to organizational members.

H_2: Individuals who have completed a corporate new employee orientation program will have greater perceived job satisfaction than those not completing such a program.

If individuals participate in an orientation program designed to

align the values of the organization and the employee, thus facilitating organizational identification, and if orientation programs promote job satisfaction, then there will be a relationship between organizational identification and job satisfaction.

H_3: There will be a positive correlation between organizational identification and job satisfaction when employees have completed a corporate new employee orientation program.

Clearly, new employee orientation programs are designed to enhance the corporate experience. The effect of organizational identification on job satisfaction has also been established (Lee, 1971). Therefore, if completion of a corporate new employee orientation program increases job satisfaction and if organizational identification also leads to job satisfaction, then when the two effects are combined, they should be additive predictors of job satisfaction.

H_4: Corporate employee orientation programs and organizational identification will be additive predictors of job satisfaction.

Methodology

Subjects

Subjects for this study consisted of 69 newly-hired employees from seven local organizations. The experimental group (the orientation participation condition) consisted of 52 employees from five organizations who participated in a new employee orientation program in their first week of work. The control group (the no orientation participation condition) consisted of 17 employees from two organizations who did not participate in any formalized new employee orientation program. All subjects were non-management employees.

Instruments

The two measurement instruments employed in this study were the Job Description Index (JDI) developed by Smith, Kendall and Hulin (1969) and the Organizational Identification Questionnaire (OIQ) developed by Cheney (1982).

Job Description Index (JDI). The JDI (Smith et al., 1969), is a widely used instrument in job satisfaction research. It is a multi-dimensional instrument that measures employee satisfaction on the following dimensions: (1) supervisor, (2) pay, (3) promotion, (4) co-workers, and (5) the overall job itself. For the purposes of this study, each of the five dimensions was measured separately as well as through aggregate view of the construct.

The subjects in this study were asked to indicate on the JDI instrument whether each item corresponded with their co-workers, supervisor, pay, promotion, or job. Potential responses on the JDI are as follows: "Y" = yes, "N" = no, and "?" = undecided.

High reliability for the JDI has been reported in a number of previous studies (Falcione et al., 1977; Richmond et al., 1980). Smith et al. (1969) reported corrected split-half internal consistency coefficients that exceeded .80 for each dimension of the JDI. High validity was also reported for the JDI, according to Gillet & Schwab (1975).

Organizational Identification Questionnaire OIQ). The OIQ (Cheney, 1982) is also a multi-scaled instrument that has been used in a variety of contexts and in conjunction with other questionnaire instruments and interviews. Tompkins (1987) contended that the OIQ has been frequently used because it has "adapted easily from one organization to the next,

and always yielded high reliability coefficients" (p. 8). Although it was not developed directly out of the theoretically derived literature in organizational identification, the OIQ is based on Patchen's (1970) tripartite conceptualization of organizational identification. The instrument's 25 questions measure organizational members': (1) membership or sense of belonging; (2) loyalty to the organization; and (3) perceived similarity with (a) other organizational members, (b) groups or subunits within the organization, and (c) the organization as a whole (Cheney, 1982, 1983a; Patchen, 1970). All three elements were incorporated in this study.

The OIQ was constructed with a seven-point response scale adapted from the Mortensen, Arntson and Lustig (1977) Predisposition Toward Verbal Behavior instrument. Possible responses range from (1) YES!--I agree very strongly with the statement, to (7) NO!--I disagree very strongly with the statement. Thus, scales of the OIQ measure the intensity of agreement with each item.

Earlier studies have used the OIQ and have found support for its reliability (e.g., Dionisopoulos & Samter, 1983; Paonessa, 1984; Tompkins & Cheney, 1983). Specifically, Cheney (1983a) reported an r of .94 with a single-factor solution accounting for 86 percent of the variance in the items in one study. Moreover, internal reliability for the OIQ has consistently been reported at .94 using Cronbach's (1951) alpha statistic (Cheney, 1982).

Procedure

Pre- and post-tests using the JDI and the OIQ to measure job satisfaction and organizational identification were incorporated in this

study. For phase one of this study (pre-test), 52 subjects in the experimental group (the orientation participation condition), upon being hired, were administered a questionnaire packet containing a cover letter and a copy of the two instruments. Seventeen subjects in the control group (the no orientation participation condition), upon being hired, were also issued the same questionnaire packet. All packets were distributed via company mailing systems. In addition, all subjects were instructed to create a six-letter code name that only they could recognize in order to match up the questionnaires after their completion.

For phase two of this study (post-test), subjects in the experimental group (the orientation participation condition), after completing their organization's orientation program (one week after being hired), were issued a second questionnaire packet by the company's orientation director that contained a cover letter and the two instruments. Subjects in the control group (the no orientation participation condition) received the same questionnaire packet one week after being hired, although they did not participate in a new employee orientation program. Subjects were asked to recall their six-letter code name so that individual changes in job satisfaction and/or organizational identification could be detected and compared.

Care was taken to insure anonymity. It was stressed in the cover letter that all of the information received would be treated in a strictly voluntary, anonymous, and confidential manner.

In addition to the pre- and post-tests, telephone interviews were conducted with each of the five new employee orientation directors that consisted of closed questions based on literature reporting the content of orientation programs (e.g., Thornton & Nardi, 1975; Wanous, 1980).

Specifically, the questions were based on Wanous' (1980) description of the content of orientation programs: (1) history and general policies; (2) descriptions of the enterprise's products or services; (3) the organization of the enterprise; (4) safety measures and regulations; (5) personnel policies and practices; (6) compensation, benefits, and employee services; and (7) daily routines and regulations. The content was investigated in order to determine the degree to which particular organizational ideologies or practices were imposed upon the employees in the enculturation process which might have influenced their sense of identification with the organization. Content was examined also to determine if orientation in any way might have influenced perceptions of satisfaction with the way the company goes about accomplishing its objectives.

Data Analysis

Per Smith, Kendall and Hulin (1969), the following numerical values were attributed to subjects' responses on the JDI: yes = 3, ? = 1, no = 0 for positively discriminating items; yes = 0, ? = 1, no = 3 for negatively discriminating items.

The seven-point response scale on the OIQ was scored according to the following numerical values: YES! = 7, YES = 6, yes = 5, ? = 4, no = 3, NO = 2, NO! = 1. Scoring for the OIQ was also typical of previous research (e.g., Cheney, 1982; Dionisopoulos & Samter, 1983).

All scales employed in this study were tested for reliability using the reliability package in SPSS (Hull & Nie, 1981). Also, Cronbach's (1951) alpha statistic was used as the measure for internal consistency. Alpha levels for all analyses were set at .05.

Change scores for hypotheses one and two were assessed using one-tailed t tests. For both analyses, the independent variable was divided into two levels: (1) completion of a new employee orientation program, and (2) no completion of a new employee orientation program. For hypothesis one, the dependent variable was the change in organizational identification and for hypothesis two, the dependent variable was the change in job satisfaction. Hypothesis three was tested by using a Pearson product-moment correlation to determine whether a significant positive relationship existed between perceptions of employee job satisfaction and organizational identification. Only the experimental group was used for this particular analysis utilizing change scores on the Organizational Identification Questionnaire and the Job Description Index.

Hypothesis four was tested by using a partial correlation analysis. The two independent variables, organizational identification and orientation (dummy coded), were correlated with job satisfaction to determine if each of the two independent variables was a significant predictor of job satisfaction, when controlling for the effects of organizational identification.

Results

All instrument scales were found to be reliable, yielding coefficients of .77 to .94. Therefore, all were included in the testing of the stated hypotheses.

Hypothesis One

A one-tailed t test was employed in order to determine if organizational members who participated in a corporate new employee orientation program would have greater perceived organizational identification than those who

had not participated in such a program. Results of the t test, based on the change scores of the OIQ, were significant ($t = 2.49$, $df = 67$, $p < .01$, one-tailed test). An examination of the group means indicates that the experimental group, consisting of those employees who participated in an orientation program, scored higher overall on the change scores of the OIQ ($\bar{x} = 11.98$) than the control group ($\bar{x} = -.94$), consisting of those employees who did not participate in an orientation program. Therefore, support was found for Hypothesis One.

Hypothesis Two

The second hypothesis suggested that organizational members who participated in a corporate new employee orientation program would have greater perceived job satisfaction than those who did not complete such a program. Hypothesis Two was also subjected to a one-tailed t test. Results of the t-test analysis were significant ($t = 1.70$, $df = 67$, $p < .05$, one-tailed test). An examination of the means for change scores on the JDI between the control group ($\bar{x} = -6.53$) and the experimental group ($\bar{x} = 8.77$) illustrates the difference between the two groups.

Additionally, each dimension of the JDI was analyzed separately to determine effects of orientation on the various subcomponents of job satisfaction. The change scores on satisfaction with work indicated a nonsignificant difference between the two groups ($t = 1.57$, $df = 67$, $p < .06$). However, the means for satisfaction with work indicated trends in the hypothesized direction (experimental group mean = 1.85; control group mean = -2.59). The change score on satisfaction with supervisor also indicated a nonsignificant difference between the control and experimental groups ($t = 1.39$, $df = 67$, $p < .09$). The means for satisfaction with

supervisor were also in the hypothesized direction (experimental group mean = 2.67; control group mean = -.82). For the dimension measuring satisfaction with pay, results were also nonsignificant ($t = .75$, $df = 67$, $p < .23$). Means indicated also that change in satisfaction was in the predicted direction (experimental group mean = .81; control group mean = 2.4). The change score for satisfaction with promotion was significant between the two groups ($t = 2.55$, $df = 67$, $p < .01$). An examination of group means indicated the differences between groups after the one-week period (experimental group mean = 2.07; control group mean = -3.65). Finally, there was no significant difference between the two groups on satisfaction with co-workers ($t = -.47$, $df = 67$, $p < .32$). Means for satisfaction with co-workers, however, indicated a trend in the hypothesized direction (experimental group mean = 7.8; control group mean = -6.47). Therefore, Hypothesis Two was generally supported, showing significant differences for overall satisfaction and for satisfaction with promotion. Additionally, nonsignificant relationships all indicated mean differences in the predicted direction.

Hypothesis Three

Pearson product-moment correlations were computed in order to examine whether a significant positive relationship existed between change scores in organizational identification and change scores in job satisfaction when organizational members participated in a corporate new employee orientation program. The results were significant ($r = .49$, $r^2 = .22$, $df = 52$, $p < .001$). The Pearson product-moment correlation coefficient suggests a moderate correlation (Williams, 1986) between job satisfaction and organizational identification. The biggest contributors to

satisfaction in the relationship were satisfaction with work ($r = .46$, $r^2 = .21$, $p < .001$) and satisfaction with promotion ($r = .41$, $r^2 = .16$, $p < .001$).

Hypothesis Four

The fourth hypothesis posited that corporate employee orientation programs and organizational identification would be additive significant predictors of job satisfaction. A partial correlation analysis of change scores was used to determine if such a relationship existed. The partial correlation of the relationship between orientation and overall satisfaction when controlling for identification was not significant ($r = .06$, $r^2 = .004$, $p < .29$), suggesting no correlation between participation in orientation and overall job satisfaction when organizational identification was controlled for. Moreover, partial correlations of change scores on the five separate dimensions of the JDI do not indicate any moderate or high correlations between orientation and job satisfaction (see Table 1). Thus, Hypothesis Four was only partially supported. Organizational identification was a significant predictor of job satisfaction but orientation failed to add predictive power to the model.

Post Hoc Analysis

In order to further understand the nature of the preceding data and because this was primarily an exploratory study, the following analyses were conducted to probe more extensively into the data surrounding the aforementioned hypotheses.

Hypothesis One. Analyses of the means of the control and experimental groups on the pre- and post-tests revealed some interesting results.

Specifically, the first hypothesis suggested if individuals completed an orientation program, they would have greater perceived organizational identification. Although support was found for Hypothesis One, separate analyses of means for each organization yielded interesting results. Outcomes for the control group (Orgs 1 and 2) conflicted. Specifically, within the first organization, organizational identification actually decreased over time (see Table 2), while identification increased in the second organization. For the experimental group (Orgs 3 through 7), differences between means suggest the same trend that the change scores indicated. The mean differences between pre- and post-tests of organizational identification for organizations three through seven range from 2.9 to 17.5 (see Table 2). Thus, all mean differences reported for the experimental group suggest an increase in organizational identification among all of those organizational members who participated in an orientation program.

Hypothesis Two. Means and mean differences were also computed to determine increases or decreases in overall job satisfaction based on the pre- and post-tests of the JDI. Hypothesis Two suggested organizational members who participated in a corporate new employee orientation program would have greater perceived job satisfaction than those who did not complete such a program. The analysis of means and mean differences based on the control group suggests that job satisfaction actually decreased over time (see Table 3). For the experimental group, differences between means suggest the same pattern that the change scores indicated. The mean differences between pre- and post-tests of the JDI all report increases in job satisfaction over time. Thus, all mean differences reported for the experimental group based on scores of the JDI suggest that after

orientation, job satisfaction actually increases (although degrees of satisfaction differ).

Hypothesis Three. Further analysis of Hypothesis Three suggested that although the hypothesis was confirmed, a moderate correlation also existed for individuals not participating in an orientation program. A Pearson product-moment correlation reported a coefficient of .50 between organizational identification and job satisfaction scores prior to orientation, and a correlation coefficient of .54 after participation in an orientation program. So, while the correlations for post-tests and the change scores support the hypothesis, the correlation existed without the influence of the independent variable. The Pearson product-moment correlation for the entire sample on post-tests of the JDI and OIQ was .55. These findings suggest that orientation does not significantly affect the correlation between organizational identification and job satisfaction.

Discussion

It was the purpose of this study to investigate the effect of participation in a new employee orientation program on employee job satisfaction and organizational identification.

The results of this study suggested that participation in a new employee orientation program is directly related to increased perceptions of organizational identification but not perceptions of employee job satisfaction. Significant support was found for a positive correlation between organizational identification and job satisfaction. Partial support was found for the joint predictive ability of job satisfaction based on participation in a new employee orientation program and perceptions of organizational identification. The results of this study suggest that

an employee orientation program may lead to increased organizational identification which may lead to increased job satisfaction.

Limitations of the Study

The present study was strictly exploratory in nature, primarily due to the relatively small number of subjects utilized. Ideally, this experiment should have had a minimum of 200 subjects (Cohen, 1977). However, due to a lack of formal corporate employee orientation programs in the community, a lack of time on the part of many organizations to participate, and a lack of newly-hired employees, such a sample size was unattainable.

Based on telephone interviews with the orientation directors for each of the seven organizations, it was determined that all of the experimental group organizations utilized relatively similar orientation program content. The control group consisted of two organizations that did not participate in a formal orientation program. However, one organization (Org 2) did use a "mentoring" program in the socialization process of newcomers. The presence of a mentoring relationship in this organization may have been a contaminating factor in this study, yielding results similar to those for the formal orientation condition.

It is perhaps important to note that none of the seven content categories identified by Wanous (1980) directly infer ideological content, so that it may be that the experimental organizations use such information in their presentations but it was not captured here. If such information is imposed in these presentations, it may in fact be directed at inducing employee identification.

Because this study sought to determine whether participating in a

new employee orientation program increased perceptions of organizational identification and/or job satisfaction, it was necessary to compute change scores based on pre- and post-tests. Questionnaires were completed on the first day of work and then after completing orientation (approximately one week between questionnaires). This may have resulted in an instrumentation bias where organizational members may have just repeated on the post-test what they had indicated on the pre-test. The one-week period may be a limitation also because this may not have been enough time for the assimilation effects of orientation to have occurred.

Another possible limitation is that while many organizations do offer new employee orientation programs, many others do not. That is, it may be that those organizations that do conduct new employee orientation programs place a particular emphasis on commitment and loyalty. Thus, because of the fact that the seven experimental group organizations examined in this study conduct new employee orientation programs at all may mean that they are more sensitized to inducing or increasing employee job satisfaction and/or organizational identification than their counterparts.

Another limitation related to the present study is that the control group consisted of two defense-contracting organizations, in contrast to the experimental group which was comprised of various types of firms.

Directions for Future Research

A number of directions for future research can be advocated on the basis of this study. First, little research on new employee orientation programs has examined specific communication-related content variables. An exception is a study by Kreps (1983), who developed a new employee

orientation videotape based on the culture of the organization. This videotape included the myths, legends, and stories of the organization, as told by organizational members, featuring both some of the negative and positive aspects of the corporation involved. Newcomers were more easily integrated into the organization when they viewed this particular videotape. The researcher concluded that this was due to the realistic nature of the videotape. This notion needs testing in other organizations, specifically in terms of how this positive and negative information is presented, who presents it, and how it might affect various outcome variables (e.g., organizational identification).

Second, while the literature on organizational identification suggests that as tenure increases in an organization, so does one's identification with the organization (e.g., Wackernagel-Bach & Bullis, 1986), the duration of such effects as induced by specific vehicles for organizational identification (e.g., house organs, Cheney, 1983a; and selection interviews, Laird & Hemphill, 1983) has not been determined.

Third, future research should examine whether mentoring (Bullis & Wackernagel-Bach, 1987) yields the same effects as a formal orientation program, or whether its effects may increase identification even more than formal orientation programs. Perhaps different types of socialization strategies elicit varying levels of identification.

Finally, research to date on new employee orientation programs has been largely atheoretical. Katz and Kahn's (1966) role-taking approach is one potential theoretical approach to orientation that would examine the way individuals develop or acquire roles as a function of the orientation process.

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APPENDIX

Table 1

PARTIAL CORRELATION COEFFICIENTS BETWEEN ORIENTATION AND CHANGE SCORES ON EACH DIMENSION OF JOB SATISFACTION CONTROLLING FOR ORGANIZATIONAL IDENTIFICATION

Dimensions	R	R^2	df	significance (one-tailed)
Satisfaction with:				
Work	.04	.002	67	.18
Supervisor	.10	.010	67	.10
Pay	.05	.003	67	.16
Promotion	.20	.040	67	.03
Co-workers	.16	.030	67	.05

Table 2

ORGANIZATIONAL MEANS AND MEAN DIFFERENCES FOR
ORGANIZATIONAL IDENTIFICATION PRE- AND POST-TESTS

Organization	Pre-Test Mean	Post-Test Mean	Mean Difference	No. of Subjects
Control Group				
Org 1	111.273	108.000	- 3.3	11
Org 2	130.500	133.833	+ 3.3	6
Experimental Group				
Org 3	131.000	133.929	+ 2.9	16
Org 4	121.083	137.583	+16.5	6
Org 5	116.500	134.000	+17.5	10
Org 6	136.455	148.455	+12.0	9
Org 7	109.364	125.909	+16.5	11

Table 3

ORGANIZATIONAL MEANS AND MEAN DIFFERENCES FOR
JOB SATISFACTION PRE- AND POST-TESTS

Organization	Pre-Test Mean	Post-Test Mean	Mean Difference	No. of Subjects
Control Group				
Org 1	160.364	160.182	- .18	11
Org 2	154.333	136.167	-18.20	6
Experimental Group				
Org 3	162.071	165.143	+ 3.10	16
Org 4	171.583	184.167	+12.60	6
Org 5	159.750	178.000	+18.30	10
Org 6	170.909	182.273	+11.40	9
Org 7	135.182	141.000	+ 5.80	11